

CLAMO Report

Center for Law and Military Operations (CLAMO)
The Judge Advocate General's School
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Preparation Tips for the Deployment of a Brigade Operational Law Team (BOLT)

This is the first in a series of CLAMO Notes discussing tactics, techniques, and procedures (TTP) in preparation for the deployment of a Brigade Operational Law Team (BOLT) to the Joint Readiness Training Center (JRTC). These TTPs are based on the observations and experiences of Operational Law (OPLAW) Observer-Controllers (OCs) at the JRTC. The JRTC OPLAW OC team suggests a four-stage "battle-focused training" approach to OPLAW team preparation for a JRTC rotation. This training begins with preparing individual OPLAW team members and transitions to preparing the OPLAW team as a whole. This training will then focus on the operations of the brigade staff, and finally on the operations of the entire brigade task force. These training steps should prove useful in preparing OPLAW teams for success at the JRTC.

Preparation is the key to success for BOLT's during deployment.¹ The JRTC OPLAW Team breaks this preparation down into four broad categories: preparing the individual BOLT team members; preparing the BOLT to work together as a team; preparing the brigade staff to properly utilize the BOLT; and preparing the brigade and attached elements to comply with the laws of war and other legal and ethical constraints. Each member of the BOLT has different preparation responsibilities, with the Chief of the BOLT ultimately responsible for its overall effort. Scheduled years in advance, JRTC rotations provide BOLTs with outstanding opportunities for deployment to the Army's foremost light infantry training center. Just as successful brigades train, BOLTs that succeed at the JRTC build a comprehensive training schedule aimed at ensuring the BOLT is fully mission capable during its JRTC deployment. However, while presenting great training opportunities, a JRTC rotation is not the culmination of a BOLT's training. Instead, a JRTC rotation is an azimuth check, validating the preparation and training conducted by the BOLT. At the conclusion of JRTC rotations, successful BOLTs capture, internalize and use the lessons learned during deployment to rebuild BOLT standard operating procedures. This training will then focus the BOLT's future training efforts. This note, as well as the ones that follow it, offers relevant TTPs for BOLT members in order to focus and maximize BOLT training before deployment. Each article in

this series focuses on a different aspect of deployment preparation. This article focuses on preparing the individual BOLT members for a successful deployment.

Preparing Individual BOLT Team Members

Successful BOLTs stress the importance of individual soldier skills in everyday training. Unfortunately, soldiers often overlook these basic, but necessary, skills.² A JRTC deployment is often the first real opportunity a BOLT has to work with the brigade staff in an operational setting. Displaying competence at simple soldier tasks goes a long way toward gaining initial credibility. The BOLT that deploys with only one shelter half not only gets wet, but also endures many jokes around the tactical operations center (TOC). Accordingly, below are some of the issues successful BOLTs consider in planning a long-range training calendar for a JRTC rotation.

Weapons

Prepared BOLT members are proficient with their assigned weapons. The BOLT members generally arrive at the JRTC with a variety of weapons: M-16s, M-4s, M-9s, and M-249s (Squad Automatic Weapon-SAW). Availability of weapons within the unit normally determines the weapons with which the BOLT deploys. For safety reasons, blank adapters are used on all weapons at the JRTC. Additionally, weapons are never fired at personnel closer than twenty feet to the muzzle of the weapon as fragments of a closure wad or particles of unburned propellant might cause injuries. The JRTC uses the Multiple Integrated Laser Engagement Systems (MILES). The MILES provides tactical engagement simulation for direct fire force-on-force training using eye-safe laser "bullets." Each individual and vehicle in the training exercise wears a detection system to sense munition strikes. Laser transmitters attach to each individual and vehicle weapon system and accurately replicate actual ranges and lethality of the specific weapon systems to which they are attached. Training with MILES dramatically increases the combat readiness and fighting effectiveness of military forces.³ Although the M-9 is the smallest and easiest

1. The BOLT includes a judge advocate, who serves as the Chief of the BOLT, and the legal specialists assigned to the supported brigade combat team (BCT). It is a method the staff judge advocate has to task organize OPLAW support to commanders, staffs, and soldiers of the BCT. See U.S. DEP'T OF ARMY, FIELD MANUAL 27-100, LEGAL SUPPORT TO OPERATIONS, 5-21 (1 Mar. 2000) [hereinafter FM 27-100].

2. See FM 27-100, *supra* note 1, para. 4.5.1 ("Training must address both the soldier and the lawyer—tactical skills and legal skills. Soldier training should address common soldier skills, such as use and maintenance of weapons, NBC protections and decontamination, land navigation, first aid, and radio procedure—how to shoot, move, and communicate.").

weapon to carry, no blank adapter or MILES exists for it. This renders the M-9 an ineffective weapon for training at the JRTC.

Night Vision Goggles (NVGs)

Prepared BOLTS bring at least two pair of NVGs to the JRTC. Tactical operations centers (TOCs) operate continuously so BOLT members must be able to “shoot, move and communicate” in limited visibility. Tactical operation centers are also high-payoff targets for the enemy, so attacks, often occurring during limited visibility, are common. The ability to maneuver rapidly in limited visibility significantly enhances the BOLT’s ability to provide legal support to the brigade combat team. The BOLT members must be knowledgeable in NVG maintenance and keep a healthy battery supply to ensure the NVGs enhance the BOLT’s capabilities.

Communications

Successful BOLTS typically draw a Single Channel Ground and Airborne Radio System (SINCGARS) radio for BOLT vehicles and operations. Although not on the OSJA property book, other sources exist for these radios such as local signal battalions and other units. Obtaining such a radio allows the BOLT to maintain communications during convoy operations. Additionally, it permits the BOLT to monitor brigade operations at all times. BOLT members must be proficient in operating and maintaining SINCGARS to allow the BOLT to benefit.⁴

Prepared BOLT members deploy with a current military driver’s license, qualified to drive a High Mobility Multi Purpose Vehicle (HMMWV). For obvious reasons, soldiers not in possession of a current military driver’s license do not drive at the JRTC. Consider obtaining a HMMWV for use during the rotation. Bring a HMMWV from home station or draw it from the pre-positioned vehicles at Fort Polk. Drawing from the JRTC requires the BOLT to coordinate the request with the S-4 or the brigade motor officer. Coordination must occur at least twenty days before the rotation to ensure that the JRTC exercise planners receive the request at the D-90 coordination meeting.⁵ Having a vehicle not only permits the BOLT to maneuver on the battlefield to investigate claims, fratricides, or serious incidents, it also provides a place to store equipment and to sleep.

Many BOLTS have found a cargo HMMWV works best. Even if the BOLT does not plan to have a vehicle, having military driver’s licenses allows the BOLT to drive if a vehicle becomes available or if a driver is needed.

Personal Packing List

Each member of the BOLT must bring the things he requires for twelve days in the field. Since space will be limited, do not bring everything within your reach. Instead, carefully plan your personal packing. Packing lists often help with this. Almost all units have packing lists for deployments. Additionally, there are model packing lists available on the CLAMO website.⁶ Reviewing these lists ensures members of the BOLT arrive at the right mix of field gear for them. Follow through on these packing lists with pre-combat inspections (PCSs) before deployment.

Professional Packing List

Just as with personal packing lists, carefully plan and coordinate for the necessary office equipment to fulfill your mission. Simply bringing the equipment is not enough though. Again, conduct PCIs on your office equipment before deployment. The BOLTS that fail to conduct such PCIs may discover that they need a printer driver or connecting cable once the rotation has started. Prepare for equipment maintenance in the field. Canned air, power strips, and plastic bags to protect against dust and water often mean the difference between equipment that works and equipment that becomes a paperweight. Electronic pubs are great for saving space but bring hardcopies of critical resources such as the *Manual for Courts-Martial*, *Army Regulation 27-10*, *Army Regulation 15-6* and *Field Manual 27-100*, in case of equipment failure. Review available office packing lists to ensure you deploy with the right equipment and resources. These exist on the CLAMO website as well as in various CLAMO publications.⁷ BOLTS should not adopt, whole cloth, such packing lists; packing lists should be mission-specific. Nonetheless, these model packing lists offer BOLT members a good starting point for identifying necessary equipment and resources.

3. An overview of MILES is available at <http://www.fas.org/man/dod-101/sys/land/miles.htm> (last visited 1 May 2000).

4. On-line training for SINCGARS is found at <http://www.gordon.army.mil/stt/31u/radiosets.htm> (last visited 1 May 2001).

5. Brigades are limited to deploying with only those systems on their property books. As the brigade does not have a vehicle for the BOLT, the BMO or S-4 may tell the JA that the BOLT is not authorized to have a vehicle at the JRTC. This is not correct since at home station the BOLT can draw a vehicle from the division OSJA. Accordingly, the BOLT HMMWV does not count against the number of vehicles authorized for the brigade as the JA and his equipment are external to brigade systems.

6. A sample predeployment checklist and packing list for JRTC are available at <http://www.jagcnet.army.mil/CLAMO-CTCs> (Rotation Documents-JRTC/Leader’s Training Program, Tab 2).

7. See also CENTER FOR LAW AND MILITARY OPERATIONS, THE JUDGE ADVOCATE GENERAL’S SCHOOL, U.S. ARMY, LAW AND MILITARY OPERATIONS IN HAITI, 1994-1995, LESSONS LEARNED FOR JUDGE ADVOCATES 158-67 (1995); CENTER FOR LAW AND MILITARY OPERATIONS, THE JUDGE ADVOCATE GENERAL’S SCHOOL, U.S. ARMY, LAW AND MILITARY OPERATIONS IN THE BALKANS, 1995-1998, LESSONS LEARNED FOR JUDGE ADVOCATES 195-98 (1998).

Ensure familiarity with other individual soldier skills such as applying camouflage, properly configuring and wearing the Load Bearing Equipment, basic mounted and dismounted land navigation, knowing when and how to don and wear the chemical protective suit and how to conduct personal hygiene in a field environment. Become proficient in these areas and you will be well on your way to survival on the JRTC battlefield. Challenge each other to become proficient in all of the tasks found in the *Soldier's Manual of Common Tasks*.⁸

Although most of the things discussed in this note have little to do with the practice of law, they are the “simple” things the Army expects even the newest private or lieutenant to consider. Thinking about and planning in these areas facilitates the BOLTs success at both the JRTC and future deployments.⁹

The next article in this series discusses methods to ensure the BOLT is battle-focused in its tasks and organization.

The JRTC Observer-Controller Team.

8. U.S. DEP'T OF ARMY, SOLDIER TRAINING PUBLICATION 21-1-SMCT, SOLDIER'S MANUAL OF COMMON TASKS, SKILL LEVEL 1 (Oct. 1994).

9. For more information on JRTC, or to contact the OCs, see www.jagcnet.army.mil/CLAMO-CTCs (Combat Training Centers).